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30 November 1962

MEMORANDUM FOR: Assistant to DD/I (Administration)

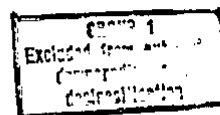
SUBJECT: Comments on Proposed CIA Career Training Program

1. This proposed CIA Career Training Program could be one of the most important developments in the Agency's continuing effort, over a period of 8 to 10 years, to enact sound career management and development plans, and yet, the operating officials of the Agency have been given only a period of a few days in which to consider and comment on this proposal.

2. Each office of this Agency was encouraged, and in fact ordered, to create a Career Service Board some years ago, presumably to be able to bring to bear on important personnel and career development matters the combined knowledge of the various Division and Staff Chiefs who comprise the Boards, and who have an intimate knowledge of the feelings, aspirations, and views of their personnel. Now, when a singularly important item is proposed, a time sequence is established which precludes any sensible consideration of the matter by those individuals most intimately involved, and who will, in the long run, make or break the program by having to back it personally, and in turn, explain it to their own people. Having waited years for such a concept to be proposed, I suggest that we could allow at least 4 to 6 weeks time for the offices to seriously consider it and submit recommendations which would have at least a modicum of validity.

3. However, if no further time is to be allowed, I submit the following rather cursory comments:

a. This proposal uses training as a mechanism for the establishment of an Agency Career Development Program instead of devising a comprehensive development plan for the identification and selection of personnel who merit advancement, and then meshing in training as an integral part of the total program.



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b. The plan, even when in full operation, would involve a relatively small percentage of the Agency's total work force. While their motivation and interest would undoubtedly remain high, a far greater problem is the question of what happens to the morale of those individuals who are circuitously advised, by not being selected for training, that they are denied further advancement.

c. If my memory serves me right, the initial "Career Service" concept of CIA circa 1953-54 envisaged a relatively small percentage of the Agency as recipients of rather expansive employee benefits. Perhaps it would be wise to carefully review that original strategem in view of its close resemblance to the proposed program.

d. The questions of each offices' ability to release numbers of people for relatively long term courses, and OTR's capability to handle these numbers within the present confines of financial and personnel limitations, have not been explored very deeply.

4. There are many other problems connected with the proposal which merit detailed consideration, and which I have not cited here. To rush headlong into this plan with no more thought than the time given us to date has permitted, is to me unreasonable, and may well reproduce dissatisfactions similar to those experienced with the current program.

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Executive Director  
National Photographic Interpretation Center

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